



FOREIGN EXPERIENCE FOR TOURISM MANAGEMENT

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Received: 11 th May 2022 Accepted: 11 th June 2022 Published: 28 th July 2022	The basic concepts and principles of management, modern approaches to the management of a service organization, as well as their specific features in the field of socio-cultural service and tourism are considered. Attention is paid to the adoption of managerial decisions and the information systems supporting them.

Keywords: Socio-cultural sphere, management, features of the service sector, tourism, service.

INTRODUCTION

The task of management in tourism is not only to identify the general trends and patterns of its development, but also to find its specific features.

Tourism as a phenomenon is characterized by a great depth of penetration and the complexity of the relationship between its components.

There are many enterprises and organizations in the tourism industry that one way or another must fit into a single regional management system, where the goal is to ensure long-term competitiveness in the market. An important problem of the region's management is at the same time an important distinguishing feature of the management of a tourism organization.

With the help of management, a development strategy for both the entire region and a separate tourist organization should be developed.

Most often, the degree of tourism development in a region is tried to be determined through the indicators of overnight stays. But such indicators say nothing about the accumulation of values. To calculate the accumulation of values, significant research is required, which cannot be carried out in full due to lack of time and financial resources.

Tourism has a great impact on such areas as the economy, ecology, politics, which in turn affect tourism. The tourist region profits from guests. The revenue received from their service is the primary revenue and is more significant than the revenue received.

The amount of money that remains in the region will be the higher, the more services are sold directly on the spot, i.e. the stronger the local production. The region can also benefit from tourism in terms of ecology, if deductions from it are used to preserve the landscape and keep it in order.

Very often, at the initial stage of tourism development, various structures are erected at its expense. At the same time, tourists create a high congestion of roads, a large degree of cleaning the territory from household waste and the exploitation of local nature.

Tourism as an object of management is expressed in the complexity of tourist services.

A tourist service is everything that a tourist takes into account or uses during a trip.

In recent years, the importance of collaboration between tourism enterprises has increased, which can be carried out at a horizontal or vertical level.

ANALYSIS AND RESULTS

New trends in the service markets are primarily due to the large scale and deep multilateral transformation of this sector in the last 25-30 years. The production of services is the dominant or large part of the modern economy - in developed countries, its share in GDP and the number of employed reached 70-80% at the beginning of the century, and 65% in world GDP. Profound structural and qualitative shifts have taken place in this area. Based on information and communication technologies, changes in the system of needs of the population, increasing the role of scientific knowledge and human capital in the composition of the sources of economic growth in the last 20-25 years, a "quiet" revolution took place in the service sector, radically transforming its traditional appearance.

If in the past the leading positions in the structure of this sector in developed countries were occupied by trade, household, recreational and a number of other services, today a group of knowledge-intensive types of business and professional services, telecommunications, as well as education, health care, and culture have come to the fore. In combination with science-intensive industries, they form, along with modernized traditional industries (trade and transport), an actively developing core of the modern economy and largely determine the dynamics, quality parameters, and competitiveness of both the service sector and the entire economy.

It is noteworthy that the promotion of services to foreign markets in recent years is largely associated with the expansion of relevant services - telecommunications, the financial sector, information, computer, consulting, management, marketing,



engineering and construction, auditing, educational and a number of others.

All of the above puts forward new requirements for the processes and management mechanisms in this area. Management acquires some specific features that professionals working in the field of service and tourism need to know. The processes of adaptation of a service enterprise in a changing external environment are put in the center of attention. At the same time, the nature of the management process itself is changing. Under these conditions, the management of a service enterprise should be based on a deep knowledge of its activities, an understanding of the process, functions, methods and other aspects of management.

The term "management" is not synonymous with the Russian term "management". Management is always the management of people through human activity. Therefore, management belongs to the class of socio-economic systems. The concept of "management" also has different aspects [4, p. 9-10]:

1) management is understood as a type of labor activity, as a result of which a management process is carried out, which includes a set of principles, models and methods, means, forms, types and tools of activity in order to increase the efficiency of an economic organization;

2) management is the management process itself, with all its functions, methods and means. The management process involves the performance of certain functions. Management combines the various components of management activities into a single whole;

3) management - a system for managing resources (material, financial, labor, information and time) in order to obtain financial results (financial management, information management, time management, etc.);

4) management is a management body, for example, a set of departments of the management apparatus that unites managers, which is designed to manage a particular organization, region, country;

5) management is understood as a category of people professionally engaged in management - managers, management staff, managers (including top managers - "top-management", middle managers - "middle-management" and others);

6) management is a scientific discipline devoted to the problems that arise when people manage people;

7) management is understood as a system of management activities that ensures the successful functioning of a wide variety of social institutions - organizations designed to carry out certain socially significant activities.

In our opinion, all considered understandings of the term "management" do not contradict each other. On the contrary, they are closely related to each other and reveal different aspects of the concept under discussion.

In a service organization, there are different approaches to management. These are systemic, functional, process, marketing, logistical approaches, as well as the concept of service management.

The concept of service management was introduced into scientific and practical circulation in the early 80s. 20th century in Sweden and Great Britain. Gradually, it became generally accepted, denoting the fundamental direction of management activities. In our opinion, five subject areas - marketing, operational management, organizational theory, human resource management and quality management - played a decisive role in shaping the new concept. The sixth component of the emerging new scientific direction can be considered the practice of career managers and consultants.

Service management was originally developed as an adjunct to the marketing of industrial products. So, N.E. Nikolaychuk notes that service management is a total organizational approach that makes the quality of service perceived by the client the main driving force behind business activities [5].

B. Chernyshev gives a more detailed definition of this concept and presents it as follows: "Service management is a management philosophy, according to which it should be fundamentally oriented, firstly, to the maximum possible satisfaction of the specific needs of a particular client by providing him with a service product (independent service or system that combines a material product and related services), which has a certain utility effect, i.e., a quality evaluated by the consumer; secondly, to create opportunities and conditions in the organization for the production of such a product (provision of personnel, material resources, technology); thirdly, to link the goals and interests (benefits) of all parties involved in the process of providing the service (organizations, clients, other interest groups)" [6, p. 109-110].

Thus, a material product turns into a carrier (a condition for rendering) a service. The role of intangible attributes (comfort, attention, goodwill) as incentives to improve the purchase is increasing.

In our opinion, the essence of service management can be represented based on the following conceptual provisions: full perspective of management; customer orientation; quality orientation; long-term perspective; systematic approach to management; focus on internal development. The essence of service



management is the integration of the management functions of a service enterprise - marketing, operations management and personnel management. The basis of the concept when developing a market strategy can be a model of eight elements

("8 R" - by analogy with the classic marketing model "4 R"). The rational integration of these elements provides a synergistic effect that contributes to the success of the service business.

In accordance with this model, 4 strategic elements of the marketing activity of an enterprise - product (product), price (price), place (place) and promotion (promotion) should be supplemented with the following - process (process), productivity (productivity), people (people) and physical evidence of quality [3].

To find out the features of socio-cultural service and tourism as an object of management, it is necessary to briefly dwell on the specifics of this field of activity and its difference from the sphere of material production. The service provision system, according to B. Karloff, is similar to the production and distribution system in an industrial company, although it is often presented in a completely different form [2, p. 218].

To understand this issue, we should refer to the classification of services proposed by G. Assel, according to which all services are divided into services related to goods, services based on the use of equipment, and services based on human labor [1, p. 408].

The socio-cultural sphere is a complex, ambiguous concept. Some authors define the socio-cultural sphere as a set of enterprises that produce a product related to the life of people, and in this case, the socio-cultural sphere includes many sectors of the economy, such as the automotive industry, the production of household appliances, etc. Others invest in the concept of social - cultural sphere - a set of enterprises that perform socio-cultural functions that are important for the cultural level of the whole society; in this case, a rather narrow list of enterprises falls into the socio-cultural sphere - theaters, libraries, clubs, museums.

Under the socio-cultural sphere, we will understand the totality of industries whose enterprises produce goods and services necessary to meet the socio-cultural needs of a person.

Activities in the socio-cultural sphere are carried out by organizations, institutions, enterprises of various departmental affiliation (state, municipal, private, public organizations) and forms of ownership, as well as private individuals.

Management in the socio-cultural sphere is of particular interest to us. Firstly, because its technological content reveals all the wealth of management in general: as already mentioned, a variety of firms operate in the field of culture.[6]

Secondly, the perspectives of this consideration are important for understanding the possibilities of cooperation with the sphere of culture in other areas of business activity. The main feature of management in the socio-cultural sphere is that money in this area is earned mainly not on the basis of simple commerce, but on the basis of attracting funds from interested business entities: sponsorship, patronage, charity.

Thirdly, there is an increase in the requirements for the management competence of specialists and workers in the socio-cultural sphere (SCS).

It seems to us that within the socio-cultural sphere there are so-called "locomotives for the movement and development of industries" ("points of economic growth") that initiate and cultivate the economic development of other types of services. Tourism certainly belongs to such "points of economic growth". This is a relatively isolated branch of SCS, which synthesizes the service processes of the industries discussed above and at the same time is the driving force behind their development.

Let's make a brief review of tourism as a separate branch of SCS.[8]

Tourism (French *tourisme*, from *tour* - walk, trip) - travel (trip, hike) in your free time, one of the types of outdoor activities. Tourism is characterized by temporary departures of citizens from their permanent place of residence for recreational, educational, professional, business, sports, religious and other purposes without engaging in paid activities.

From an economic point of view, tourism is a branch of production and sale of tourist services and goods by various organizations that have tourism resources. Tourist activity provides for the relationship of the client (buyer of tourist services) and the tourist organization (seller of tourist services) in the process of buying and selling a tour (tourist product).

Tourism is an economic category, because the state, accepting a tourist, sells him local services, creates jobs for its citizens, and receives huge incomes from the import of foreign currency. In many countries, tourism is the main economic activity (Egypt, Turkey, Thailand, etc.).

Considering the sectoral aspect of tourism, it should be noted that according to the current classification of sectors of the national economy, tourism as an independent industry is not allocated to countries.



Tourism is included in the composition of such industries as health care, physical culture, social security. This emphasizes the important role of outdoor activities in improving the health of the population, promoting a healthy lifestyle.

The main features of tourism as an independent industry are:

- 1) specialized material and technological base;
- 2) specific natural and anthropogenic resources;
- 3) specifics in the provision of services and service technologies;
- 4) high social significance, since tourism affects the social, political, economic, ethnic and cultural relationships between people and states.[7]

The social effect of tourism is expressed in the rationalization of the population's free time, the expansion of the spiritual and physical abilities of the population. Tourism has a positive impact on other sectors of the economy, stimulates the economic development of territories, and increases the employment of the local population. Tourism is one of the most environmentally friendly types of nature management.

Thus, today tourism and, first of all, its cultural direction in our country is a powerful factor in regional development.

Innovation in tourism is unequivocally recognized throughout the world as a decisive success factor in the development of the socio-cultural direction of the tourism business. In the future, experts predict such changes in this business, which assume the presence of profit and financial success only if new modern routes and developments are introduced.

CONCLUSIONS

Currently, the role of tourism as an economic phenomenon is increasing, since, firstly, it has an industrial form, secondly, it acts in the form of services, thirdly, it creates new jobs, and fourthly, it is a pioneer in the economic development of new areas, fifthly, it is a guide to the development of local infrastructure and the growth of the living standards of the local population, sixthly, it quickly pays off and constantly offers something radically new.

It seems that the future in tourism lies in its complexity, flexibility, diversity, individual approach to the consumer of tourism services and, of course, the constant introduction of new forms and methods of work. At the present stage, it is necessary to develop modern information technologies, informatization and computerization, multimedia, mastering the possibilities of the Internet, without which modern advertising, PR, and other business technologies are inconceivable.

These technologies are intensively penetrating into the socio-cultural sphere, opening up completely new horizons of development for it.

The modern market is increasingly globalized. The total competition of all with all begins. The ability to take its unique place in the network of global market relations comes to the fore. And this is possible only if you draw attention to your business, achieve fame by any means.

All these features of modern management, which are a natural expression of the action of internal trends in the development of management itself, noticeably bring it closer to the sphere of culture and the socio-cultural sphere as a whole. These circumstances place new demands on the competence and professionalism of a modern manager. In modern conditions, cultural and humanitarian requirements are added to the traditional requirements of knowledge of technology, organization, financial control and marketing.

Thus, a modern manager, regardless of the profile of his company, must be not only theoretically, but practically oriented in matters of general and applied cultural studies, social psychology, be familiar with modern cultural processes in those societies in which he has to or will have to deal, to have a developed sense of taste, harmony, style, to speak foreign languages, to be developed and advanced in terms of moral and intellectual culture.

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